



Designation Application

2013

Virginia Main Street Program

Department of Housing and Community Development

600 East Main Street, Suite 300

Richmond, Virginia 23219

804-371-7030

TABLE OF CONTENTS

Submission Requirements.....	3
Evaluation Considerations	4
Applicant Information & Authorization	5
Applicant Information.....	5
Local Assurances and Authorization	5
Virginia Main Street Application.....	6
Minimum Requirements for Designation	6
I. HISTORIC BUILT ENVIRONMENT AND ACTIVITIES TO PRESERVE AND ENHANCE DOWNTOWN	6
Community and District Characteristics	8
I. CHART OF COMMUNITY AND DISTRICT CHARACTERISTICS:.....	8
II. NEED FOR DOWNTOWN REVITALIZATION AND POTENTIAL FOR EFFECTING POSITIVE CHANGE	10
Local Program Proposal Commitment and Analysis.....	11
I. DESIRED REVITALIZATION OUTCOMES	11
II. PUBLIC AND PRIVATE SECTOR UNDERSTANDING AND COOPERATION	13
III. LOCAL REVITALIZATION ORGANIZATION.....	14
Understanding of Main Street Approach and Commitment	16

SUBMISSION REQUIREMENTS

Please read the entire application before beginning. If you have questions on completing the application, please contact one of the following Virginia Main Street staff members:

Program Manager Jeff Sadler	804-371-7040	Jeff.Sadler@dhcd.virginia.gov
Program Administrator Brad Belo	804-371-7078	Brad.Belo@dhcd.virginia.gov
Program Administrator Alfred Arzuaga	804-371-7066	Alfred.Arzuaga@dhcd.virginia.gov

This document is for your reference only. **All applications must be submitted through Centralized Application Management System (CAMS).** You must register your organization before submitting your application. Registration may take a few days to be approved, so please register as soon as possible.

CAMS website: <https://dmz1.dhcd.virginia.gov/camsportal/Login.aspx>

Register on CAMS: <https://dmz1.dhcd.virginia.gov/camsportal/Registration.aspx>

CAMS help desk: CAMSHelp@dhcd.virginia.gov

CAMS tips:

- Use Internet Explorer 7 or higher to utilize CAMS.
- The application process requires you to type your answers into boxes on the website.
- It is much easier to write your responses in a word document and cut & paste them into the CAMS application.
- When items are saved you should see: "The information has been saved successfully. The application is not completed. Please click OK to go to the next section," across the middle of the screen. If you do not see the that text or your data is not where you typed it contact the CAMS help desk

Applications must be submitted by 5:00 p.m. on March 1, 2013.

Upon receipt of a completed application for designation, communities not currently listed as a DHCD Commercial District Affiliate through Virginia Main Street will automatically achieve that status.

EVALUATION CONSIDERATIONS

Applications are scored in their entirety; meaning that while the application is roughly organized in the same order as the priorities below, appropriate evidence from the entire application may be used in determining any part of the score.

The following four overarching priorities and their subsets will be the basis for determining the Virginia Main Street designations. Please refer to this sheet often and make certain that your answers reflect these priorities to ensure that your application is scored most accurately.

1) Community and District Characteristics

- a) Appropriateness of District
- b) Level of Distress
- c) Existing Business Clusters

2) Local Program Commitment

- a) Vision
- b) Desired Outcomes
- c) Target Consumer Markets & Business Niches
- d) Entrepreneurial Development
- e) Community Support & Enthusiasm
- f) Financial Commitment & Budget

3) Need for Downtown Revitalization and Potential for Effecting Positive Change

- a) Organizational Leadership
- b) Awareness of Reasons for Decline
- c) Articulation of Appropriate Expectations
- d) Regional Vision

4) Regional Importance

- a) Local Investment of Resources by Other DHCD Programs
- b) Importance of the Downtown in a Regional Revitalization Strategy
- c) Long-term Support for Entrepreneurial Development

APPLICANT INFORMATION & AUTHORIZATION

Complete, sign and submit this page as **Attachment “A”**

Applicant Information

Locality: Click here to enter text.

Date: Click here to enter a date.

Chief Administrator: Click here to enter text.

Chief Elected Official: Click here to enter text.

Downtown Revitalization Representative (if one exists): Click here to enter text.

Designated Contact Person: Click here to enter text. Phone: Click here to enter text.

Fax: Click here to enter text. E-mail Address: Click here to enter text.

Title: Click here to enter text.

Address: Click here to enter text.

Local Assurances and Authorization

As the representative of the local governing body of Click here to enter text. I hereby certify that the information in this application is accurate and correct.

Chief Government Administrator: Click here to enter text.

Title: Click here to enter text.

Signature: _____ Date: _____

As the representative of the downtown development organization, I hereby certify that the information in this application is accurate and correct.

Downtown Revitalization Representative: Click here to enter text.

Title: Click here to enter text.

Signature: _____ Date: _____

As the primary preparer for this application, I hereby certify that the information in this application is accurate and correct.

Name: Click here to enter text.

Affiliation and Title: Click here to enter text.

Address: Click here to enter text.

Phone: Click here to enter text.

Signature: _____ Date: _____

VIRGINIA MAIN STREET APPLICATION

Minimum Requirements for Designation

The purpose of this section is to determine if the applicant community meets the minimum requirements to become a Designated Virginia Main Street Community. The Main Street program uses a preservation-based approach to downtown economic revitalization, through which older buildings have proven an important catalyst for successful downtown revitalization. The following minimum requirements are based on experience and are geared to provide for successful long-term revitalization outcomes.

I. HISTORIC BUILT ENVIRONMENT AND ACTIVITIES TO PRESERVE AND ENHANCE DOWNTOWN

The purpose of this section is to gauge the appropriateness of the district for implementation of a preservation-based approach to downtown development. An appropriate district has a pedestrian scale and orientation, and a critical mass of buildings to form the foundation for revitalization efforts and contribute to eligibility requirements for rehabilitation incentives, such as state and federal tax credits.

Please develop your district carefully to assure that it meets the following criteria:

- ☐ *A minimum of 70 structures.*
- ☐ *At least 2/3 of these structures are commercial buildings.*
- ☐ *No more than 25% of the structures exceed a setback of 15 feet from the sidewalk (see Section IV, Part 1 for more information).*
- ☐ *A regular pattern of sidewalks encourages pedestrian activity.*

In addition to these minimum requirements, the district will be scored based on its historic character and density of contiguous building stock.

a. District Map: Provide scale maps (submit as **Attachment “B”**) that show the listed elements. Make certain that elements are clearly defined and evident. The proposed Main Street District should be defined on each map:

- Building footprints
- Street names
- Proposed district boundaries
- National/state/local historic districts, if applicable
- Buildings with setbacks 15’ or less highlighted
- Virginia Enterprise Zone/Technology Zones that overlap
- Special tax districts (see Section IV, Part 1-B for partial list)

b. Proposed Main Street District Boundaries Narrative: Discuss what makes this Main Street area a cohesive and recognizable district with distinctive features, architectural characteristics and pedestrian focus. Discuss how and why the particular boundaries were selected. Limit your narrative comments to one page.

c. **Historic/Architectural Character:** Briefly describe the age range, historical significance and architectural styles of the buildings located in the proposed Main Street district. Indicate the average building size (number of stories and approximate square footage).

Limit your response to one half page, modeling it on the following example:

A mixture of land uses including commercial, residential, public, and semi-public development characterizes the city's proposed service area. Retail establishments are concentrated along First and Queen Streets. Scattered retail establishments also occur on Princess Street and along the riverside of Dock Street. Residential uses consisting primarily of single and multi-family dwellings occupy most of the blocks bounded by Henry Street, Third Street, Dock Street, and King Boulevard. Service establishments are centered along Charles Street. Public and semi-public uses including City Hall, Police Department, U. S. Post Office, and several churches are found along Princess Street. Estimated land use percentages are based on tax assessor's maps and a windshield survey in September 2005 by City Planning Staff.

d. **Historic Building Inventory**

Has a historic building inventory been completed for the district?	Click here to enter text.
Date of completion:	Click here to enter text.
Who initially completed the inventory?	Click here to enter text.
Who maintains the inventory?	Click here to enter text.

e. **Buildings or Districts Listed on The Virginia Landmarks Register and/or The National Register of Historic Places, or Local Historic Districts:**

If you **do not** have a national or state registered district, provide a list of any individually listed properties within the proposed Main Street district and also include a list of potentially eligible property addresses (those structures that are 50 years old or older). Limit your comments to one page.

If you **do** have a national or state registered district, list all contributing property addresses on a separate page. If you have additional buildings or sites individually listed that are outside the national or state registered district, but within or near (2-3 blocks) the proposed Main Street district, please also include a list of these property addresses.

Limit your comments to one page.

f. **Local Historic District Ordinance:** Indicate if there is a local historic district ordinance with design review and include a copy of the ordinance (submit as **Attachment "C"**).

g. **Photographs:** Attach recent digital photographs in JPG format to illustrate the character of your district. Include a PDF photo index with no more than two images per page (submit as **Attachment "D"**). Include captioned photographs of at least one image for each block face.

Community and District Characteristics

I. CHART OF COMMUNITY AND DISTRICT CHARACTERISTICS:

*The purpose of this section is to present an overview of the community and the organization. Please complete the charts of community characteristics and district characteristics on the next page, using the guidance below (submit as **Attachment “E”**):*

Coordination of DHCD programs and other community revitalization tools.

*Virginia Main Street has found that one of the best partnership opportunities is to work with other DHCD agency initiatives and programs, including the **Virginia Community Development Block Grant (VCDBG)** program, which is a federally-funded grant administered by the Virginia Department of Housing and Community Development (DHCD) since 1982. The program funds projects that address critical community needs including housing, infrastructure, and economic development. Currently, more than 280 localities are eligible for funding, meaning that they do not receive CDBG funds directly from the federal government. Other DHCD programs may benefit a commercial district revitalization effort. For more information visit: www.dhcd.virginia.gov.*

Regardless of whether your district qualifies for any of DHCD’s many programs or if your community has taken advantage of these programs in the past, it is important to remember that Virginia Main Street serves to help coordinate many other vital tools in your revitalization efforts. Special tax districts and CDBG funds, whether from the state or locally distributed, are often effective resources to accomplish the workplan set forth by your Main Street organization.

Community Economic Distress

A part of the selection process for the 2013 Designation Round is determining the level of economic distress within an applicant community. As the downtown districts of the communities are both the center of the regional community and often more distressed than the counties or cities at large, applicants can use data from either the larger community or from their specific census tract. While VMS staff will check the accuracy of the numbers presented, it is the applicant’s responsibility to present their case for distress. Please use the most recent Census estimates (links provided).

ABOUT YOUR COMMUNITY		yes or no	year established or recent update
Does your community have a comprehensive master plan ?			
Does your community have a historic preservation plan ?			
Does your community have a downtown revitalization plan ?			
Is your community eligible for VCDBG funding by DHCD?			
Would the community consider using CDBG funds (either local or VCDBG through DHCD) for the planning in the district?			
Would the community consider using CDBG funds (either local or VCDBG through DHCD) for the construction in the district?			
Is tourism a targeted economic development strategy?			
Does the community have an Enterprise Zone ?			
Does the community have a Technology Zone ?			
Does the community have an entrepreneurial assistance program?			
Does the community have a Micro-loan fund or similar?			
<i>Indicators of Distress - Source: U.S. Census Bureau Estimates</i>			
What percentage of the population is living in poverty ?			
What is the Median Income per Household?			
What is the Average Unemployment Rate?			
ABOUT YOUR DISTRICT			
Name of district			
Name of district organization			
Year organization began work			
Total number of buildings			
Total number of businesses			
Total length of street frontage (in linear feet, including vacant lots and parking lots)			
Length of street frontage with a small setback* (of 15' or less)			
Percentage of land dedicated to the following uses:			
	<i>Retail</i>		
	<i>Service (restaurants, dry cleaners, etc...)</i>		
	<i>Office</i>		
	<i>Financial institutions</i>		
	<i>Government</i>		
	<i>Housing</i>		
	<i>Cultural/recreational</i>		
	<i>Industrial</i>		
	<i>Parking</i>		
	<i>Vacant</i>		
	Total	100%	
What percentage of the proposed district falls into an Enterprise Zone?			
What percentage of the proposed district falls into a Technology Zone?			

* **Setback:** In zoning parlance, a setback is the amount of space between a lot line and a building line. Buildings that have smaller setbacks are closer to the sidewalk and street and help to create a visual plane that creates a sense of enclosure and helps to foster a sense of place for customers in a Main Street district. In the proposed Main Street district, no more than 25% of the structures may exceed a setback of 15' from the sidewalk. This can be calculated using a ruler, scale or planimeter on a current map, or even using

measuring tools on electronic maps. Be sure to look at all four faces of a block, and not just the “front.”

- a. **Virginia Enterprise Zones/Technology Zones:** How will a local Enterprise Zone and/or Technology Zone be used to provide incentives for private investment within the proposed Main Street district? Describe current local incentives (if any).
- b. **Special Tax Districts:** If your proposed district has any overlay with a Special Tax District of any kind (Business Improvement District/Special Assessment District, Tax Incremental Financing District, Arts & Cultural District, etc), describe the programs and incentives and how they will be used to effectively enhance your revitalization efforts.
- c. **Entrepreneurial Development:** How will a local Entrepreneurial Development Assistance Program be used to foster and promote entrepreneurial development within the proposed Main Street district? Describe your community’s economic restructuring strategy (including potential target consumer markets and business niches) and the role entrepreneurship development will play in the successful implementation of the strategy. Give special attention to the direct relationship between the target markets and entrepreneurial development in your community.

II. NEED FOR DOWNTOWN REVITALIZATION AND POTENTIAL FOR EFFECTING POSITIVE CHANGE

The purpose of this section is to gauge the need for revitalization and the potential for positive change. Successful communities can place their progress in an overarching narrative of where they’ve been and where they’re going. A success story looks to the future by building on the past. The Main Street strategy enhances existing downtown resources that may be underutilized or neglected.

While an understanding of how you got where you are now is an important aspect of identifying a future, divergent course, the main purpose of this part is to determine if there is an understanding of your downtown and community’s assets, potential and place within a larger, regional economic plan, as well as a will to make the changes that will lead to future success.

- a. **Your Revitalization Story:** Summarize the revitalization story of your community, including the following details, elements, and trends. Be sure to include not only your district, but the larger community and its place within the region. Think about where you have been, where you are now, where you want to be and how you expect to get there. Include aspects of the underlined topics below that are pertinent to your story. Limit your response to two to three paragraphs.
- b. **Community Development History:** Discuss the development of your community. Highlight significant events or trends that have caused changes in the community over the years. In the interest of leaving enough space to present your case for future improvements, use a concise “headline” approach to this portion of the task. Limit your response to one paragraph.
- c. **Community Assets:** List the community's major assets (e.g. proximity to cultural/natural attractions, diversified economic base, institutions, population growth, etc.). Describe any special characteristics such as local historical or cultural events. Limit your response to three paragraphs.

d. Community Attractions: Does your community have any of the following attractions? Please check all that apply.

Historic District	√	Art	
Guided Walking Tours		Cultural Attractions	
Walking Tours		Farmers Market	
Historic Inn/Hotel		Outdoor Recreation	
Wineries		Shopping	
Live Music		Dinning	

e. Community Liabilities: List the community's major liabilities (e.g., poor transportation access, declining population, etc.). Limit your response to two to three sentences.

f. Community Trends: Describe the community's current economic basis, population trends, status of the downtown district, current or recent past revitalization efforts, etc. Limit your response to one to two paragraphs.

g. Community's Future: Discuss what you see as the community's future direction. Identify the community's major goals for the next three-five years. Explain how the Main Street program can be of value to your community in meeting these goals. Limit your response to one and one half pages.

Local Program Proposal Commitment and Analysis

The purpose of this section is to determine the baseline for measuring future accomplishments as well as to understand any established collaborative vision for the community and region. Effective revitalization programs in Main Street districts are part of a comprehensive approach. Strategies are coordinated across the broader community and region. A variety of stakeholders take part. Targets are set, and outcomes are measured.

I. DESIRED REVITALIZATION OUTCOMES

The purpose of this section is to understand the degree to which the community has agreed upon and collaborates toward desired outcomes.

Limit the combined response to no more than three pages.

a. Local and Regional Vision:

- Discuss your community's vision of a revitalized historic commercial district. Be sure to express how this vision was determined (ie: stakeholder involvement and process) as well as how this fits into a larger regional economic restructuring vision. Who led this effort?
- Demonstrate a collaborative atmosphere in your community and region by providing concrete examples of leadership and partnerships between:
 - i. Non-profit organizations

- ii. Local governments (towns, cities & counties)
 - iii. State and Federal agencies (DHCD, HUD, SBA, DACS, etc)
 - iv. Regional entities (planning districts, etc)
 - v. Private citizens & corporations from different jurisdictions
 - vi. Any mix of the above
- Discuss the role entrepreneurial development will play in achieving your community's vision. Explain the roles played by each of the partners discussed in the previous question and discuss the types of tools/programs that will be used to foster entrepreneurship.

b. Desired Revitalization Outcomes: *The revitalization of a commercial district is an ongoing process. The issues faced today are not the same issues faced a decade ago. Nor are they likely to be the same issues faced a decade from now. One of the keys to an effective Main Street program's success is its ability to complete today's highest priority projects while anticipating future needs and planning for activities to address those future needs.*

- **PROJECT INVENTORY:** List the objectives that the locality hopes to achieve for downtown through participation in the Virginia Main Street Program and the activities designed to achieve these objectives. The objectives should be realistic, specific and quantifiable. Briefly describe how the objectives and projects were determined. Include the following information:
 - i. What you want to accomplish.
 - ii. Why it is a project that will help you achieve your stated priorities.
 - iii. Who helped determine the projects/outcomes?
 - iv. How you will implement the project/achieve the outcomes.

Example Desired Organization Outcomes

These goals and objectives were taken from a downtown work planning session and from the Downtown Business Redevelopment Plan, 2012.

OBJECTIVE I: Design - To create a marketable visual quality and identity of downtown

PROJECTS:

1. Create financial incentive programs to encourage ten facade improvements.
2. Improve signage throughout the downtown area and improve signage at five businesses.
3. Develop merchant awareness of good window display by hosting window display seminar.
4. Conduct a survey of the urban design needs downtown.

OUTCOMES:

1. \$275,000 in new private investment downtown.
2. Increase cultural heritage tourism traffic by 10%.
3. Increase sense of safety, leading to increased time spent by each visitor by 15%.
4. Fill three retail vacancies.

OBJECTIVE II: Organization - To oversee the operation and implementation of Main Street downtown management

PROJECTS:

1. Hire a program manager.
2. Attain non-profit status.
3. Develop by-laws.
4. Set up a Main Street office.

OUTCOMES: A sustainable organization to develop and implement a three-year workplan.

OBJECTIVE III: Promotion - To create and market a positive image of the downtown through retail promotional activity, special events and on-going programs

PROJECTS:

1. Develop a calendar of retail and special events for one year.
2. Hold one downtown festival a year.
3. Review advertising policies of downtown businesses.
4. Create a logo for the downtown organization.
5. Explore extended shopping hours.

OUTCOMES:

1. Increase retail traffic by 15%
2. Increase retail spending by 10%

OBJECTIVE IV: Economic Restructuring - To improve the economic environment of downtown while maintaining the character and integrity of the city's historic central business district

PROJECTS:

1. Improve the marketing skills of existing businesses by hosting one marketing seminar.
2. Encourage adaptive reuse of warehouse space.
3. Hold two additional business seminars to assist existing businesses.

OUTCOMES:

1. Recruit five new businesses that downtown can support.
2. Develop an artist "create/live" space in unused real estate.
3. Creation of 15 new FTE jobs.

First Year Budget: Provide a proposed budget for the first year of Main Street program participation. Line items of budget should reflect committee structure and/or objectives and projects. (submit as **Attachment "F"**).

II. PUBLIC AND PRIVATE SECTOR UNDERSTANDING AND COOPERATION

The purpose of this section is to gauge the extent to which the local government, the business community and the community at-large understand and support the Main Street Approach™ and wish to adopt a preservation-based approach to downtown development.

a. Public Enthusiasm for Revitalization and Main Street Designation: Describe the general community attitude toward downtown and the importance of revitalization. Discuss the role of stakeholder involvement in the past and future of your revitalization efforts. Make the case for public demand for revitalization efforts using specific instances of community involvement. Be sure to include the level of community-wide involvement in the decision to apply for Virginia Main Street designation. Describe how this application was developed and the role of volunteers in its

completion. Limit your comments to one page.

b. Public Sector Financial Commitment: List the source (e.g., general revenues, UDAG, CDBG, Service District, etc.), amount, intended purpose, and status of any funds for downtown revitalization related activities in the proposed Main Street area. An example has been provided. (submit as **Attachment “G”**).

<u>Amount</u>	<u>Source</u>	<u>Purpose</u>	<u>Status</u>
\$400,000	General Revenue	Construction of new parking deck	Approved at April 12, 2012 meeting of Town Council.

c. Private Sector Financial Commitment: List the source (e.g., financial institutions, chamber of commerce, retail merchants association, etc.), amount and intended purpose of any funds available or committed from private sources to support downtown revitalization efforts in the locality. Two examples have been provided. (submit as **Attachment “H”**).

<u>Amount</u>	<u>Source</u>	<u>Purpose</u>	<u>Status</u>
\$800,000	First National Bank	Low-interest loan pool	Letter of agreement dated April 12, 2012
\$3,500	Chamber of Commerce	Downtown Market Study	Consultant Contract signed April 12, 2012

III. LOCAL REVITALIZATION ORGANIZATION

The purpose of this section is to gauge the community’s understanding, readiness and commitment to a supporting Main Street downtown revitalization organization.

Main Street organizations are different than most non-profit organizations in many ways. In addition to fiscal and policy oversight, board members provide hands-on committee support. Main Street boards are not simply governing bodies. This means that board members are required to be active volunteers. They are needed to chair committees, and often they serve as members of more than one committee. Paid staff is responsible for making sure that volunteers (including the members of the board) have everything they need to succeed. In essence, the manager is the

conductor of the orchestra, the board writes the sheet music, and the volunteers play the instruments.

- a. **Downtown Development Organization:** Does your community have an existing and functioning downtown revitalization organization? If “Yes,” please describe the finances and history of the organization including staff and volunteer levels and activities, as well as organizational structure and IRS designation (if any). Limit comments to one half page
- b. **Public Awareness and Support:** Discuss your plans for an on-going strategy to generate public awareness, build goodwill and involve more stakeholders in the Main Street revitalization effort. Limit comments to one half page
- c. **Fundraising:** If fundraising has been conducted, please describe how your fundraising has been conducted to date. Whether or not fundraising has been conducted, please describe your plans to ensure the achievement of long-term financial stability. Limit comments to one half page
- d. **Community Support:** Provide demonstrated support for local participation in the Main Street program from other local groups, individuals or organizations involved in downtown. Include such local organizations as downtown merchants or business associations, economic development organizations, community development corporations, historic society, preservation organizations, arts councils, museums. This support should be shown in official letters of support that explicitly:
- Describe support this organization provides to downtown revitalization efforts.
 - Discuss what support activities this organization will provide the Main Street program.

Letters of support (submit as **Attachment “I”**) will not be accepted as signifiers of support UNLESS they are from:

- *Individuals* identifying the specific knowledge, time or other resources they will provide to the effort;
- *Businesses* offering specific tangible goods or services, financial assistance, or the volunteer support of their staff; or
- *Government officials.*

Understanding of Main Street Approach and Commitment

The purpose of this section is to ensure the community's understanding of the Main Street program and the structure of local Main Street organizations.

The Main Street Four Point Approach™

This revitalization strategy is one that has a proven track record of success across the United States and over 25 years. It has been and continues to be honed by a method of extracting the successful models and discarding outdated and ineffective activities. The Main Street strategy for commercial district revitalization involves comprehensive, simultaneous work **in four broad areas** which provide a comprehensive framework within which local programs can operate to their peak efficiency:

- **Organization:** Building collaborative partnerships between a broad range of groups, organizations and constituents who need to be involved in the decision making and implementation of the commercial district's revitalization efforts.
- **Design:** Improving the physical appearance of the commercial district- the buildings, streets, sidewalks, window displays, signs, parking, and all other aspects of the physical environment.
- **Promotion:** Marketing the commercial district to neighborhood residents, investors, visitors, and others.
- **Economic Restructuring:** It is important to realize that many of the economic factors that were integral to the development of your commercial district no longer apply. This committee is tasked with developing new strategies designed to create or take advantage of current and future economic trends and realities, including; strengthening the commercial district's existing economic base while gradually expanding it by helping existing businesses become stronger, recruiting new businesses, introducing new economic functions into the commercial district and developing regional partnerships.

These four broad areas - the **Main Street Four Point Approach™** - provide a framework for adapting the program to each participating community's particular needs. However, it is important to note that to achieve stable, ongoing, successful downtown revitalization; the following principals must be applied in every case.

Eight Key Principles - In addition to the four point approach, the Main Street strategy relies on eight key principals:

- **Incremental:** The Main Street process is incremental, with small achievements gradually leading to larger ones as the revitalization program's capacity to tackle more challenging revitalization problems grows.

- **Comprehensive:** Unlike “big-fix” solutions which have attempted to bring about cataclysmic change, the Main Street program is comprehensive, recognizing that physical improvements, commercial sales, marketing and organizational capacity are interrelated and must be carefully balanced.
- **Public-private partnerships:** Partnerships between the public and private sectors are fundamental to successfully revitalizing traditional commercial districts. Neither sector alone has the resources or vantage points needed to single-handedly revitalize the commercial center; both sectors must collaborate.
- **Broad-based community involvement:** The Main Street program requires broad-based community involvement. To sustain a successful revitalization effort, everyone- businesses, property owners, schools, civic groups, social service providers, development organizations local government and others -must pool their skills, resources, time, and energy.
- **Adaptability:** The Main Street program builds on each community’s unique assets and, therefore, is adaptable to each neighborhood’s particular needs and opportunities.
- **Action:** The Main Street program is oriented towards action. The revitalization program’s participants continue to learn about the commercial district’s market opportunities.
- **Full-time management:** Full-time management is essential to launch and sustain a successful revitalization effort. Just as a business requires full-time management, the revitalization process needs a dedicated staff member to coordinate volunteer activities, ensure that the program’s work plan is proceeding steadily, and represent the district’s interests.
- **Changing attitudes:** Ultimately, the Main Street program involves changing attitudes about the commercial district. Reminding community members about importance district in the community’s quality of life is one aspect of this. The important economic and social benefits that recycling historic buildings, strengthening locally owned businesses, and reinvigorating the neighborhood’s most public place need constant re-enforcement.

Volunteer Led Organization - A Main Street program is successful because of the personal commitment and hands-on involvement of a broad range of volunteers, representing all sectors of the commercial district. Through a Main Street program, groups such as merchants associations, property owners, neighborhood banks, service clubs, schools, churches, community development organizations and others combine their respective insights, skills and energies to strengthen the commercial district, building collaborative partnerships to bring about positive change.

Working Board and Committees - The board structure of an effective Main Street program is one of a working board. This means that in addition to the typical tasks of governing the organization, members of a Main Street board are expected to commit additional time and talents in actively helping the organization with its revitalization efforts and to participate in, if not lead, the committee structure. The Staff are responsible *to* the board, which sets the priorities for the organization and provides the necessary resources to meet those priorities.

Virginia Main Street provides additional resources (which can be found in the Program Guidelines), but is primarily a technical assistance resource. The priorities, goals, activities and budgets may be influenced by the Virginia Main Street office and need to meet minimum requirements; however, these are all decisions that must be set and implemented locally. Virginia Main Street is here to assist in any way possible, but it is up to your local Main Street program, with the collaboration of your local and regional stakeholders, to achieve success.

Understanding of Main Street Approach and Commitment

Complete, sign and submit this page as **Attachment “J”**.

Do you understand the Main Street Approach and organizational design above and attached?
Yes or No (circle one)

Do you agree to follow this approach and design (whether you have an existing downtown revitalization program or not) if chosen as a Designated Virginia Main Street Community?
Yes or No (circle one)

As the representative of the local governing body of [Click here to enter text](#). **I hereby certify that the information in this application is accurate and correct.**

Chief Government Administrator: [Click here to enter text](#).

Title: [Click here to enter text](#).

Signature: _____ Date: _____

As the representative of the downtown development organization, I hereby certify that the information in this application is accurate and correct.

Downtown Revitalization Representative: [Click here to enter text](#).

Title: [Click here to enter text](#).

Signature: _____ Date: _____